



#### MISSION STATEMENT

*"Serving you with  
Respect,  
Compassion and  
Trust."*

# FLORENCE POLICE DEPARTMENT

## Advancing 21st Century Policing Report to the Community 2020



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## Core Values:

***T*** = Trust

***R*** = Respect

***U*** = Unity

***S*** = Selflessness

***T*** = Teamwork



## A Message to the Community

Once again, the Town of Florence has been designated the Safest Community in the State of Arizona by the National Council for Home Safety and Security for 2021. This confirms we work together as a community to keep the Town of Florence safe. In 2020 the police department invested in the establishment of 21<sup>st</sup> Century Policing relying on six pillars to build trust and procedural justice within our community. You will get an opportunity here in the next few pages to see firsthand what your police department accomplished in 2020. It is our responsibility to earn your trust and we will continue our efforts in building positive relationships that foster that growth along with transparency. The pandemic has caused us to adjust our everyday lives and how we police in our community. We have risen to the test and I stand with each of you to say I am proud of how we responded. Hats off to this community and the men and women of the Florence Police Department. Enjoy your 2020 report.

*Bruce Walls*

Bruce Walls  
Chief of Police



“Alone, we can do so little; together we can do so much”

Hellen Keller





# PILLAR 1 – Building Trust and Legitimacy

## Foundational Principles

Florence Police Department has embraced the 6 Pillars of 21<sup>st</sup> Century Policing. We have adopted the foundational principles of the 1<sup>st</sup> pillar which include transparency, accountability, legitimacy, and an organizational culture built on a guardian mindset rather than a warrior mentality.

Transparency, accountability, legitimacy, and the guardian mindset are based upon procedural justice. Throughout the department, these attributes are observed in the daily operations and how we interact with our community members. During the year 2020, the Florence Police Department collaborated with civilians from the community to adopt a new mission statement and core values.

*People are more likely to obey the law when they believe that those who are enforcing it have the legitimate authority to tell them what to do...  
The public confers legitimacy only on those they believe are acting in procedurally just ways.*



## Florence Police Department

### Mission Statement

*"Serving You with Respect,  
Compassion, and Trust."*

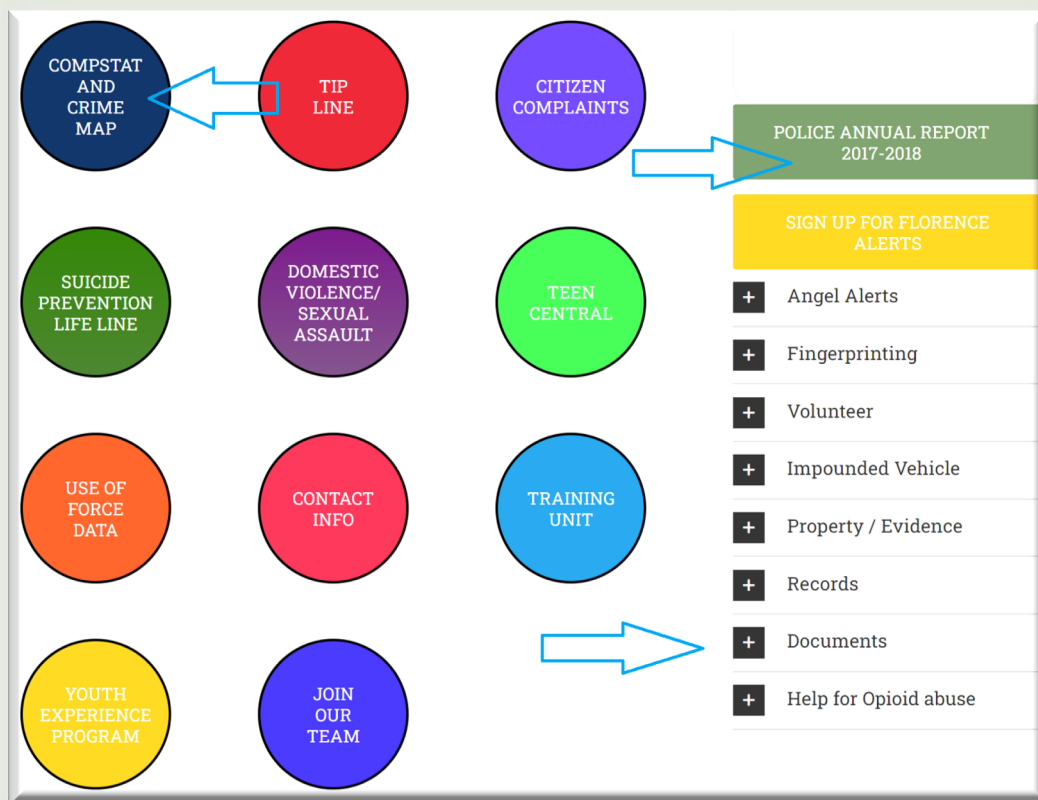
### Core Values

**T** = Transparency  
**R** = Respect  
**U** = Unity  
**S** = Selflessness  
**T** = Teamwork

## **PILLAR 1 – Building Trust and Legitimacy (cont.)**

In an effort to provide transparency and accountability, the Florence Police Department has implemented a new design to our website which offers better accessibility to information. Crime maps, Annual Reports, operational information, and departmental programs are part of the design. Access to forms previously only available in person are now available online for printing and downloading.

In addition to improving access to reports and forms, the Florence Police Department has continued our partnership with the community by adding members to our various committees to include our Use of Force Board. These committees and boards are involved with the critical components of the department to include: Trainings, Recruitment/Hiring, and Policy/Oversight.



## **PILLAR 2 – Policy and Oversight**

The Florence Police Department is committed to serving the citizens of Florence in a fair, informed, and unbiased manner. This is completed by conducting continual training and through investigations into allegations of misconduct and service complaints. These are integral components to guarantee this commitment is met. The Police Department relies on clear and effective policies and procedures to provide a path for its personnel to perform their duties.

For the officers of the Florence Police Department to effectuate their duties and responsibilities policies and procedures must reflect the community's values. Law enforcement agencies should work in partnership with the community to develop policies and procedures and strategies that work to improve relationships between the police department and the community. This will assist in building the trust and legitimacy that is needed for the police to effectively serve the community.

### **Policy**



The Arizona Law Enforcement Accreditation Program (ALEAP) is a voluntary accreditation program that is under the direction of the Arizona Association of Chiefs of Police (AACOP). Created in 2017, ALEAP accreditation is to signify professional achievement through a commitment to agency development. ALEAP accreditation consists of 174 standards of compliance designed to improve the performance of law enforcement agencies through clear standards of professional objectives.

The Florence Police Department has been diligently working toward accreditation since the beginning of 2020. This work consists of adapting current policies and procedures to meet the requirements of accreditation. ALEAP accreditation is a demonstration to the community that the Florence Police Department is dedicated to providing the highest level of service. Our goal is to receive accreditation in 2021.

### **Oversight**

The Florence Police Department has involved community members in several of its processes. This includes involving community members in our Oral Board processes and the Awards Committee. Another successful program is the Use of Force Review Board. This Board convened once during 2020 to review all use of force incidents that occurred between January 1, 2020 and December 31, 2020. The Review Board consists of sworn and non-sworn staff, and community members. The Review Board had the assignment of reviewing all applicable policies/reports and determining if the use of force incident was justified or unjustified. The successful implementation of this program has developed relationships between the community and the police department that are essential to our function.





## **PILLAR 2 – Policy and Oversight (cont.)**

### **Annual Review of Use of Force Incidents**

In 2020, the Florence Police Department officers responded to 6,625 calls for service. We initiated contact with citizens 5,092 times in 2020. During those 11,717 citizen contacts, 10 resulted in officers using force. These use of force incidents represented only 0.085% of the Department's total public contacts. The number of use of force incidents decreased by 37.5% compared to 2019.

	2019	2020	Difference	Percentage
Use of Force Incidents	16	10	-6	-37.5%
Dispatched Calls Officers Responded	8,420	6,625	1,615	-19.18%
Officer Initiated Contacts	5,240	5,092	-148	-2.82%
Total	13,660	11,717	1,943	-14.22%

Each use of force is reviewed separately by the administration and once again by the Use of Force Review Board. Use of force by Florence Police officers is infrequent, this can be attributed to officers employing de-escalation techniques in their contact with citizens.

### **Early Warning System**

The Florence Police Department also implemented an Early Warning System (EWS) in 2020. This system is designed to track and identify potential problem employees. The intent of this system is to provide for tracking of employee actions that may later escalate to potential misconduct. The use of the EWS is not for punishment but to provide supervision a flag on personnel behavior based on system thresholds.



## **PILLAR 3 – Technology and Social Media**

### **Website for the Public**

The Florence Police Department uses Technology and Social Media to improve communications with the citizens of Florence. We are currently exploring the use of a body worn camera program. In addition, the Department has increased its presence on Facebook keeping the public informed on various law enforcement activities and community safety awareness bulletins.

The Florence Police Department has an external website [florenceaz.gov/police](http://florenceaz.gov/police) which provides the public with access to department information, programs, and forms. The website also showcases our Mission Statement *“Serving You with Respect, Compassion, and Trust.”* Core Values *“TRUST (T-transparency, R-respect, U-unity, S-selflessness, T-teamwork).”*



### **Surveillance**

We recently acquired a mobile camera system that can be utilized in problem areas. These cameras have been utilized to remotely monitor areas of interest for potential criminal activity. We have also worked in partnership with other Town departments in deployment of our mobile camera systems to monitor town functions in areas that have no infrastructure for surveillance equipment.

### **Equipment**

We are in the final stages of upgrading our Mobile Data Computer (MDC) systems. We were awarded a grant from the Governors Office of Highway Safety (GOHS) to purchase ten MDCs. These MDCs are being utilized to replace outdated in-vehicle computer systems. They are also being used to complete the implementation of TraCs an electronic citation software. With the acquisition of these MDC's and the TraCs software our officers are able to complete their traffic enforcement tasks more efficiently with less errors. This also aids in the reporting of crash data to the Arizona Department of Transportation.



We are excited to have completed the replacement of our portable radios. In 2020, the Department received the final grant to fund the replacement of our portable radios. The replacement of the radios with dual band radios improves inter and intra-agency communications.



## **PILLAR 4 – Community Policing and Crime Reduction**

*Community  
policing  
requires the  
active building  
of positive  
relations with  
members of the  
community.*

The Florence Police Department is committed to Community Policing and embraces this philosophy within our organization. Members of the Florence Police department, from the Chief of Police to the newest member of our patrol team is trained and expected to perform their duties with the betterment of the Community as a top priority

When officers report for their first day of duty (after graduating from the Police Academy) they begin being trained to meet and assist the community members in a professional manner. During their training they are introduced to as many people in Town as possible to include business owners, school officials, Town officials and staff members.

The year 2020 was a challenging year for Florence, AZ, the United States, and the entire world due to the Corona Virus. Even though many events in our Town had to be cancelled, our department was able to continue our relationship with members of our community. Our officers were able to go to the schools and meet with students and teachers. Officers conducted a Driver Training class at the High School. Some officers were able to interact with students on the ballfield by playing catch or shooting baskets, this also extended to the playgrounds in town. Officers are routinely inside of local businesses meeting with employees and customers.



The goal moving forward is to get back to “Life as Usual.” We all are looking forward to having our Historic Home Tour, Easter Egg Hunt, Freedom Fest 4<sup>th</sup> of July Celebration, Halloween Fright Fest, Jr. Parada and our Annual Christmas Light Parade. These are the events that bring our Town (and police) together.



The Town of Florence continues to earn the Safest City in Arizona award annually. However that does not prevent our police department from trying to lower crime. Our officers, on a daily basis, are patrolling all areas of Florence. They are checking on our businesses and schools. We are contacting citizens routinely whether on the streets walking, shopping, working or cleaning their yards. The contacts we make will make us believe in each other and improve all of our qualities of life. The Florence Police department looks forward to meeting and continuing our relationships within the community. These relationships will help to reduce crime even further. Policing requires the active building of positive relations with members of the community.

## **PILLAR 5 - Training and Education**

### **Training and Education**

Today's officers must meet a wide variety of challenges. The skills and knowledge required to effectively deal with these challenges requires a higher level of education as well as extensive and ongoing training in specific disciplines. To build a police force for the 21st century, it is important that agencies place value on both educational achievements and socialization skills when making hiring decisions.

Though today's law enforcement professionals are highly trained and highly skilled operationally, they must develop specialized knowledge and understanding that enable fair and procedurally just policing. The need for realistic, scenario-based training to better manage interactions and minimize use of force is crucial. Tactical skills are important, but attitude, tolerance and interpersonal skills are equally so. To be effective in an ever-changing world, training must continue throughout an officer's career. The goal is not only effective, efficient policing, but also procedural justice and fairness.

The Florence Police Department has formed a Training Unit consisting of five officers, one sergeant, and the Support Services Manager. The Training Unit is responsible for the training of all employees who work for the Department. This pertains to both sworn and civilian personnel.



*Honor ★ Serve ★ Protect*





## **PILLAR 5 - Training and Education (cont.)**

### **Pillar 5: Training and Education**

Examples of ways the Florence Police Department demonstrates Training and Education.

- ⇒ The FPD follows and exceeds AZ Peace Officer Standards and Training requirements for hiring officers and requirements for peace officers.
- ⇒ The FPD follows and exceeds AZPOST requirements for the required number of training hours for every officer.
- ⇒ The FPD works to bring in community members to help conduct trainings / Oral Boards with officers.
- ⇒ The FPD sends officers to leadership trainings as they progress through their careers.
- ⇒ The FPD provides on-going training for diversity in the community as well as implicit bias training for all officers.
- ⇒ The FPD sends officers to Law Enforcement Executive Development training, as well as the Senior Management Institute for Police training.
- ⇒ The FPD is striving to become a training HUB for outside agencies.
- ⇒ The FPD has adapted a training calendar that will be placed on the agencies website so the public can view the types of training officers are receiving. This adds to our goal of transparency with the community.
- ⇒ The FPD ensures that civilian staff receives up to date specialized training for assigned areas to include: Records, Evidence and Communications.
- ⇒ The FPD ensures that all personnel are trained in the most current policy and procedures.
- ⇒ The FPD disseminates Officer Safety information.





## **PILLAR 6 - Officer Wellness and Safety**

The men and women of the Florence Police Department respond to calls for service on a daily basis. These calls range from minor civil matters, felonious situations and medical incidents. The ever-changing environment that they have to contend with daily makes this line of work the most difficult, both physically and mentally. That being the case, their health and welfare is paramount. The Florence Police Department strives to be committed to a safe and secure workplace which benefits not only the agency, but also the public it serves.

### **Wellness Program:**

The Florence Police Department currently offers its staff the ability to utilize the community gym in downtown Florence. They have also been given the opportunity to utilize the private gym in the Anthem Community Center. Additionally, staff members have access to the Employee Assistance Program (EAP). This is a counseling program to assist them and their families with issues that affect them not only personally, but also professionally.

### **First Aid and Protective Equipment:**

As officers respond to calls of all natures, they must be equipped to handle the unexpected. As situations continue to be fluid, they must react accordingly. As our nation has seen in the past year, law enforcement officers are being called upon to deal with even dangerous situations.



*Hiring officers who reflect the community they serve is important not only to external relations but also to increasing understanding within the agency.*

It is the position of the Florence Police Department to equip its men and women with first aid equipment and training. As they are usually the first to respond to a situation, they may need to render life-saving measures until Emergency Medical Services arrives on scene. Each officer is issued a medical supply bag which contains several important items. One of those items being NARCAN. The Town of Florence has seen narcotic-related overdoses in the last year. It is important to be able to respond to these situations with the right tools to save lives. Officers have also been issued Personal Protective Equipment (PPE). Officers have access to N95 face masks, protective gloves, face shields and a protocol has been established for dealing with Covid-19 victims. Officers also participate in CPR and AED training.



## **PILLAR 6 - Officer Wellness and Safety (cont.)**

Currently, all sworn staff members are issued a protective ballistic vest. All sworn staff are mandated to wear them while on patrol and during police-related functions. Patrol shifts also have access to ballistic shields to further assist them in high risk situations.

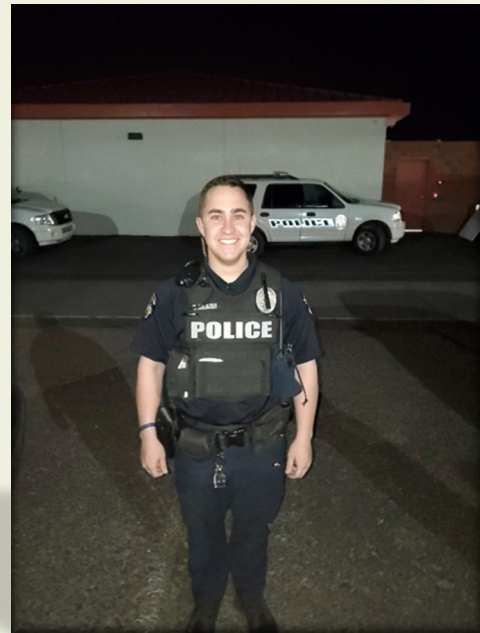
### **Additional Safety and Protection**

The Florence Police Department was able to order 30 protective ballistic helmets for all of its sworn staff through a government grant. This equipment, combined with the ballistic vests and shields, increases our officer's safety while on high risk calls.

During the 2020 year, sworn staff have been authorized to wear load bearing vests. This outer carrier allows them to take the weight of their equipment off their waist and redistribute it to their shoulders and core. This assists them with preventing future back problems.



(Narcan spray officers are issued)



(Picture of Officer C. Salazar wearing the new outer carrier)

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